Ministry of Municipal Affairs

PERFORMANCE PLAN

2001/02 to 2003/04

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BRITISH COLUMBIA

Ministry of Municipal Affairs

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Introduction

The ministry has developed this Performance Plan on the basis of a three year planning horizon in accordance with the *Budget Transparency and Accountability Act*.

The 2000/01 Performance Plan established that the ministry was entering a period of transition and change led by the reform of key pieces of legislation governing our interactions with local government and responsibilities with regard to public safety. Another key component of this change over the next two years will be the implementation of a performance-based safety system which will use enhanced technology to ensure that the highest standards of public safety are maintained.

Accordingly, the ministry's goals and objectives are evolving to reflect its vision for the future. The province will have:

- a more autonomous local government system, with less dependence on the province for financial support and administrative oversight;
- locally developed strategies for managing population growth in high growth regional districts;
- growing public libraries which are keeping pace with advances in technology; and
- a modern and effective safety system where all participants will have a responsibility, and will be held accountable, for ensuring the safety of the public.

The ministry will continue to be responsible for defining the provincial interest with respect to local governments and in the regulation of the safety system.

Concurrent with the changes in its business, the ministry is faced with managing the implications of an aging workforce. A key component for managing these changes is the ministry's human resource strategy. The ministry has established the core competencies for its workforce and is continuing to develop strategies for staff training and development including personal learning plans.

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1.0 Strategic Context

1.1 Organization

The Ministry of Municipal Affairs is made up of three distinct business areas: Local Government; Safety; and Corporate. For 2001/02, budgeted expenditures for the ministry total $180.37 million, with a staffing level of 425 full-time equivalents (FTEs). Seventy-nine per cent of the budget is dedicated to the provision of grants and contributions to local governments and public libraries. More than one-half of the ministry's staff complement supports safety programs that impact the day-to-day lives of British Columbians.

Additional information about the ministry's organization, programs and responsibilities is available at www.marh.gov.bc.ca on the Internet.

1.2 Vision

The ministry works with the people of British Columbia to create and sustain the kinds of local and regional communities in which they wish to live – communities that are strong, safe, well-planned and effectively administered.

1.3 Mission

Working in partnership with communities and other ministries, the ministry provides leadership, support and service to meet the following goals:

- modern legislative and financial framework for local government;
- effective local government;
- improved public library services;
- safe living and working environment; and
- cost-effective ministry services.

1.4 Values and Principles

We believe in maintaining a working environment that recognizes excellence, encourages innovation, inspires job satisfaction and is representative of the population of British Columbia. The following principles provide a guide for ministry work:

Public Safety - We believe in a safe living and working environment for British Columbians.

Partnership – We believe that effective cooperation among all levels of government, the private sector, community groups and other interested parties is the best way to address common challenges. Partnerships make better use of defined resources, lead to certainty and predictability in terms of the end product, and promote public confidence.

Clearly defined responsibilities – We believe a clear division of responsibility will make provincial and local governments more effective and affordable.

Accountability – We believe that provincial and local governments must be accountable to the people they serve.

Diversity and flexibility – We believe that just as every community and region is different in terms of economy, geography, objectives and issues, so too is there a rich diversity of cultures and experiences among the citizens of this province. The ministry should be representative of this diversity and flexible enough to respond to the changing needs of communities.

Fairness – We believe in treating all British Columbians fairly and equitably.

1.5 Environmental Scan

DEMOGRAPHICS

- By 2026, over 20 per cent of the B.C. population will be over the age of 65, which has significant implications for health care costs and will change infrastructure needs in communities.
- Population growth in B.C. is estimated at 1.2 per cent in each of the next two years.
- B.C. has a highly urbanized population (82 per cent versus a Canadian average of 77 per cent).

ECONOMY

- Real Gross Domestic Product is estimated to increase by 2.4 per cent in 2001 and 2.9 per cent in 2002.

BUDGET

- Health care and public education spending make up approximately 60 per cent of the B.C. budget. The Municipal Affairs' budget accounts for less than one per cent of the B.C. budget.

- The *Budget Transparency and Accountability Act* and competing government spending priorities are expected to constrain ministry expenditures in future:
  - 70 per cent of ministry grants represent prior year, legal commitments. This figure will grow over the next three years as a result of the Canada-B.C. Infrastructure Program;
  - 60 per cent of operational expenditures represent staff costs. More than half of the staff complement are dedicated to public safety programs;
  - seven per cent of total ministry expenditures are statutory obligations relating to the University Endowment Lands and the home owner grant.

The result is a significant degree of inflexibility to make different spending and program choices in the short term.

LOCAL GOVERNMENT

- There will be an increasing importance placed on regional growth strategies to manage population growth and development, which will provide a basis for investment in infrastructure and decisions on environmental protection.
- The ministry will continue to implement the *Local Government Act*, which is enabling a more autonomous local government system with less dependence on the province for financial support and administrative oversight.
- The ministry is making significant investments in infrastructure development in support of clean drinking water, public health and environmental protection (Canada-B.C. Infrastructure Program).
- Small local governments require stable financial support for the provision of basic local services.

PUBLIC SAFETY

- Economic growth increases demands on the delivery of safety programs. A modern safety system responds to this demand by implementing sophisticated risk assessment methodologies which can be used to effectively direct limited resources to achieve the greatest benefit. Risk assessment needs to be supported by a fully integrated information system.
- New safety services legislation planned for 2002 will streamline and modernize the regulatory system.

CORPORATE EFFECTIVENESS

- The ministry is taking a proactive role in the implementation of corporate government best practices initiatives in financial functions.
- Many of the objectives of the ministry, including improved communications, can be achieved only with the use of modern technology. The Internet and Web-based technology now available will make significant inroads into the time spent preparing, printing, faxing, mailing and filing paper. It will provide instant communication internally and externally to local governments, other ministries, and other ministry clients. The ministry recognizes that changes to our day-to-day business practices must be made in order to realise many of the opportunities presented by new technology.

HUMAN RESOURCES

- Currently, 43 per cent of ministry staff are over the age of 50. Retirement over the next three years will result in a significant loss of corporate memory and experience. In addition, core competencies in the future will be different from existing skills. Both factors will increase the importance of having adequate resources earmarked for staff training and professional development.
- There will be a continuing commitment to expanding the equity and cultural diversity of our workforce.
- There will be increasing competition from the private sector to attract and retain talented staff.

2.0 Goals and Objectives

The ministry's goals and objectives are evolving as the ministry begins to replace its emphasis on restrictions and regulation with a business strategy where the ministry offers advice and support as a partner with its stakeholders.

2.1 Strategic Goals

The Ministry of Municipal Affairs is organized into three key business areas. The ministry has five goals that define the business area and reflect the vision for "communities that are strong, safe, well-planned and effectively administered."

TABLE 1 - Ministry Goals by Business Area

BUSINESS AREA	GOALS
Local Government	To maintain a **modern legislative and financial framework** through which local public services can be provided by elected local governments. To deliver programs directed towards **effective** and efficient **local governments** that work with each other and the province to address matters of regional and provincial importance. To promote the **improvement** and extension of **public library services** in British Columbia.
Safety	Fulfill the mandate to achieve a **safe living and working environment**.
Corporate	Provide **cost-effective** professional finance, human resource, information management, administrative and communications **services** that support the ministry in achieving its mission.

2.2 Ministry Objectives

Specific objectives have been developed for each of the ministry's five goals. These objectives elaborate on the goals and provide more specific direction for the ministry's annual operational planning process.

TABLE 2 - Ministry Objectives

GOALS	OBJECTIVES
	LOCAL GOVERNMENT
Modern legislative and financial framework	All local governments receive sound and timely advice on administrative best practices, thus improving local decision making and enhancing local service cost effectiveness. Government receives sound and timely advice on the most critical opportunities for legislative reform pertaining to local government. Government receives sound and timely advice on the most critical opportunities for financial reform pertaining to local government. The system of assessment review and appeal continues on a positive trend toward effectiveness and efficiency, thus contributing to making the property tax a stable platform for local government cost recovery.
Effective local government	Provide timely and sound advice to local governments, the public and others. Fair, sound and efficient approval decisions based on clear articulation of provincial interests. Locally initiated restructure of local governments to support provincial and local objectives, including growth management, economic development, urban sustainability and effective political representation. Encourage provision of local government infrastructure which addresses provincial environmental and public health objectives by providing planning and capital assistance. Promote comprehensive community planning which supports innovation, responds to community change and supports provincial planning goals.

TABLE 2 - Ministry Objectives continued

GOALS	OBJECTIVES
	LOCAL GOVERNMENT
Effective local government	Encourage constructive relationships between local governments, First Nations, and provincial and federal governments and assist in the resolution of disputes. Facilitate the development and implementation of regional growth strategies that effectively address inter-municipal growth management challenges and contribute to urban sustainability.
Improve public library services	Foster the growth and advancement of public libraries. Provide effective administration of public library legislation and program policy. Improve, enhance and promote the services of public libraries for all British Columbians.
	SAFETY
Safe living and working environment	Ensure that Safety Engineering Services is able to sustain and/or improve its current performance to meet future demands. Investigate incidents, hazards and failures. Encourage and enable participants to take responsibility for their roles in the safety system by providing input and participating on safety advisory committees. Administer an impartial and fair appeal process as provided for in the safety acts. Conduct safety inspections and audits, develop codes, standards and policies and increase communication and education with trades and industries to meet the needs of the public. Register, certify and license regulated workers and contractors. Enhance and support the system of local fire services encompassing fire investigation, suppression and prevention.

TABLE 2 - Ministry Objectives continued

GOALS	OBJECTIVES
CORPORATE	
Cost-effective ministry services	Provide leadership in recruitment, selection, labour relations, occupational health and safety, job evaluation, training and development through the implementation of the ministry's human resource strategy. Ensure that the ministry's financial support needs are met. Manage a practical implementation of the requirements of the performance management and accountability initiative. Develop and implement information technology infrastructure that serves the needs of end users. Provide leadership in information management. Build awareness of and support for the ministry's goals and objectives.

3.0 Key Activities and Performance Measures

The ministry undertakes a wide variety of functions that are established in legislation, regulation or policy. They are fundamental to achieving the ministry's stated goals and objectives. The range of these activities is listed in Appendix 1. Operational plans are completed annually by each program unit in the ministry. These plans link resource allocation to operational objectives. These plans also identify performance indicators which are used for measuring a program's success in achieving its goals. The format and content of the operational plan has evolved in recent years to comply with the Accountability Framework documented in the three joint reports of the Deputy Ministers' Council and the Office of the Auditor General (June 1995, April 1996 and Spring 1997).

Performance measurement continues to evolve in the ministry with the focus directed at appropriate outcome indicators. An outcome is the impact a program has on its clients or on society. The difficulty in the measurement of outcomes is that they are often influenced by other external factors over which the ministry may have little or no control. Outcomes also tend to be the result of longer term actions. Therefore, it is important to analyse trends in outcome indicators over several years before a realistic conclusion can be made on whether a program is effective.

It is important that program managers are familiar with the variables that limit their control of an outcome. These variables may help to achieve the intended outcome or may counter the program's efforts. Program managers must factor them into the formulation of effective strategies.

The activities outlined in Table 3 represent the key priorities for the ministry over the next three years. These activities:

- build on past accomplishments;
- are a significant component of the ministry's spending;
- recognize the importance of technology in effective operational solutions; and
- are important from the standpoint of our clients.

Appendix 2 describes the linkages between the ministry's key priorities and the Government's Strategic Plan.

The performance measures and targets have been selected to gauge the progress toward the achievement of the ministry's goals. Performance targets will form the basis for annual performance reporting in the ministry.

TABLE 3 - Performance Measures and Targets

OUTCOME	STRATEGY/ACTIVITY	PERFORMANCE MEASURE	TARGET
GOAL: Modern Legislative and Financial Framework			
Local governments have flexible and appropriate tools for managing both expenditures and revenues	Implementation of the new *Local Government Act*	Local Government credit rating	Maintains AAA rating
	Further development of the *Local Government Act*	Recommendations for next steps in legislative reform	September 2002
	Develop continuation plans for small community protection and traffic fine revenue sharing programs	Plans complete	Programs established for 2002
Stable and diversified local tax base	Reliable property assessment system	Per cent of local general revenues raised through property taxes (baseline average is 66 per cent)	Average remains relatively stable
	Develop performance indicators for assessment system	Indicators established	December 31, 2001
	Manage assessment appeal process	Per cent of appeals resolved in year	60 per cent of current appeals are resolved
GOAL: Effective Local Government			
Local governments are able to utilize the new legislative framework effectively	Produce advisory materials	Number of best practices guides	2001/02 - 3 2002/03 - 5 2003/04 - 5
		Annual client satisfaction survey	Overall program rating of 3.5 or better out of 5
		Number of bulletins on "Using the New *Local Government Act*"	2001/02 - 20 2002/03 - 15 2003/04 - 15

TABLE 3 - Performance Measures and Targets continued

OUTCOME	STRATEGY/ACTIVITY	PERFORMANCE MEASURE	TARGET
GOAL: Effective Local Government			
Communities have safe drinking water and appropriate sewage treatment	Infrastructure development through Canada-B.C. Infrastructure Program	Increase in population served by appropriate water system	Address highest priority risks as determined by risk assessment
		Increase in population served by appropriate sewage treatment (baseline - approx. 70 per cent meet B.C. sewage treatment standards)	Increase by 10 per cent over five years
Well planned and designed communities and regions	Facilitating development of regional growth strategies	Increase in the number of growth strategies that are adopted (baseline is four)	Adopt six growth strategies
		Increase in per cent of B.C.'s high growth regions covered by a regional growth strategy (baseline is 74 per cent)	92 per cent
		Number of implementation agreements adopted	Three
		Number of regional growth planning grants allocated	Eight

TABLE 3 - Performance Measures and Targets continued

OUTCOME	STRATEGY/ACTIVITY	PERFORMANCE MEASURE	TARGET
GOAL: Effective Local Government			
	Manage local restructure processes that fit local needs and provincial objectives	Number of completed restructure projects/ planning grants	2001/02 - 25 2002/03 - 20 2003/04 - 15
	Community planning grants	Number of community revitalization projects	2001/02 - 20 2002/03 - 20 2003/04 - 20
		Number of communities receiving grants	2001/02 - 65 2002/03 - 65 2003/04 - 65
GOAL: Improve Public Library Services			
Stimulate access to and use of public libraries	Library grants	Per capita circulation and inter-provincial comparison	Circulation rate of 11.8 with positive trend over time Circulation rate is comparable or better than Alberta and Ontario
GOAL: Safe Living and Working Environment			
Effective, performance based safety system	Strengthening compliance and enforcement tools	New Safety Standards Regulations Act and regulations	Spring 2002
		New fines and penalties system	2002/03
		Safety system registry	2002/03
	Produce annual SES Safety Performance Report	Measures indicating state of public safety (e.g. accident rates)	Dec. 31, 2001 for FY 00/01 Jan. 30, 2002 for FY 01/02

TABLE 3 - Performance Measures and Targets continued

OUTCOME	STRATEGY/ACTIVITY	PERFORMANCE MEASURE	TARGET
GOAL: Safe Living and Working Environment			
Effective performance based safety system	Modernize business processes	Fully integrated computer system	Implementation in June 2002
	Develop quality management approach to ensuring corporate compliance with established safety standards	Complete quality management plan	March 31, 2003
	Develop risk assessment plans	Complete risk assessment plans	March 31, 2003
Safer communities	Training of local fire code enforcement officials	Fires per 1,000 population (baseline - 1.67)	1.5 per 1,000 population. Over time, rate is stable or decreasing
	Public fire safety education (Learn Not to Burn)	Fire-related death and injury rates	Rate below Canadian average
GOAL: Cost Effective ministry Services			
Effective transaction processing and reduced costs through "best practices"	Implementation of best practices in financial services	Electronic forms for leave management	60 per cent implementation in 2001/02
		Pilot electronic travel voucher	50 per cent implementation by March 31, 2002
	Leading cross-government information technology pilot and evaluation of the *virtual office concept	Per cent of ministry adopting virtual office concept	50 per cent of the ministry will use a virtual office

*The virtual office provides access to a central shared server where all applications and office tools run. This server can be accessed from a variety of desktops and locations.

TABLE 3 - Performance Measures and Targets continued

OUTCOME	STRATEGY/ACTIVITY	PERFORMANCE MEASURE	TARGET
GOAL: Cost Effective ministry Services			
Ministry of Municipal Affairs is an employer of choice	Implementation of corporate training plan	Number of employees completing a Personal Learning Plan	25 per cent
		Number of employees receiving training	50 per cent annually
		Number of regular ergonomic assessments for all employees	20 per cent of all staff per year
		Number of sick days per employee is below government average	Baseline: government - 9 Ministry - 7
Adoption of information technology that meets both staff and budget requirements	Implementation of terminal server technology	Conversion of all ministry employees to the government standard office suite	75 per cent of employees using MS Office
		Reduction in hardware and maintenance costs	Seven year replacement cycle for hardware
	Maintenance of ministry web site	Implement web tracking system	March 31, 2002
Adoption of a comprehensive information management system	Implementation of operational records classification system in all program areas	Offsite storage costs	No increase
	Development of an information management plan for collecting, managing and handling electronic records, including video and audio	Plan complete	Plan complete
	Effective communications support for program initiatives	Prepare a comprehensive annual communications calendar	Annually by April 30

4.0 Resources

4.1 Expenditure Plan

The Ministry of Municipal Affairs has specific responsibilities in two broad service areas: local government and safety. Corporate programs support these operations. Table 4 summarizes the three year expenditure plan for the ministry's business areas.

TABLE 4 - Resources by Business Area

BUSINESS AREA	2000/01 UNAUDITED	2001/02 *ESTIMATES*	2002/03 TARGET	2003/04 TARGET
	$ Millions			
Local Government				
• Operations	18.58	19.21	18.40	18.40
• Grants	102.38	135.16	150.20	141.10
Safety	18.72	19.76	20.50	20.50
Corporate	6.36	6.24	6.30	6.30
Total Expenses	145.52	180.37	195.40	186.30
Total Capital Expenditures	1.10	3.16	1.60	0.60

Targets for 2002/03 and 2003/04 reflect a status quo budget for the ministry. This includes adjustments to reflect negotiated salary increases in April 2002 and expenditures under the Canada - B.C. Infrastructure Program.

In the safety programs, capital investment in systems technology is continuing and is a key strategy for dealing with increased demands on the safety system.

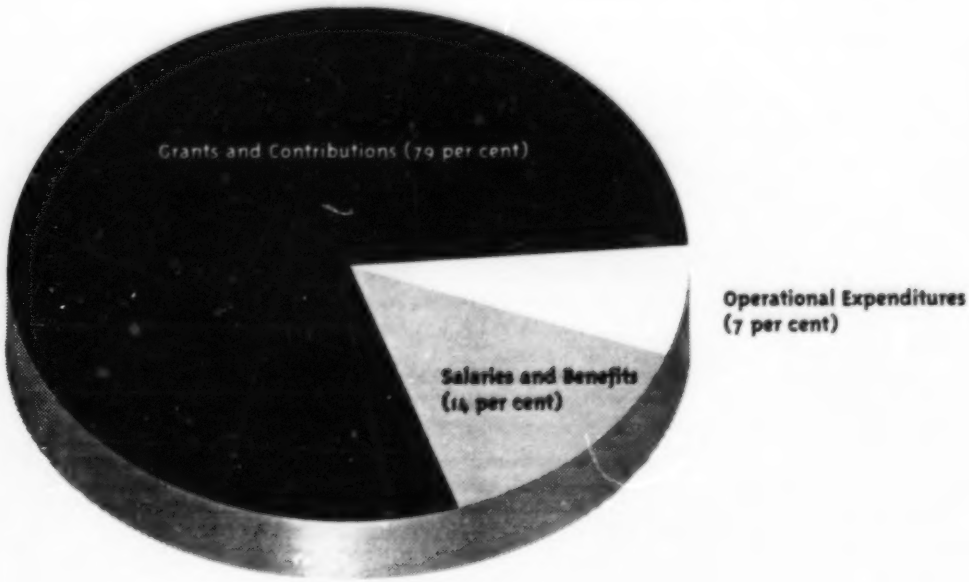
4.1.1 2001/02 *Estimates* - Ministry Operations (Voted and Special Account)

The ministry's operations budget for 2001/02 represents a considerable challenge in terms of achieving the ministry's goals within the approved allocation. Fixed costs, statutory expenditures and programs that generate revenue, represent 72 per cent of the operational budget. (Other than for the revenue generating programs, fixed costs do not include salaries and benefits.) This limits the ministry's flexibility to respond to unforeseen events. Table 5 summarizes planned operational expenditures in 2001/02.

TABLE 5 - 2001/02 Operational Expenditures

2001/02 *ESTIMATES* $ MILLION/% OF TOTAL	FTES	PROGRAM DESCRIPTION BY BUSINESS AREA
Local Government		
19.208 (42%)	120	Local government programs - $4.711 million • includes funding for local government services, growth strategies and corporate policy
		Library Services - $1.796 million • $0.96 million represents non-operating grants to libraries
		University Endowment Lands (UEL) - $8.23 million • Provides local services (i.e. public works, water, fire protection) to residents of the UEL, and fire protection services to the University of British Columbia. $4.142 million (or 50 per cent) is funded by the UEL ratepayers. • $4.1 million is the cost of providing fire protection services to the University of British Columbia and to the residents of the UEL. Fire protection in the UEL was contracted out to the City of Vancouver in 1995/96.
		Home Owner Grant Administration - $4.47 million • Provides a monitoring and audit function to the program • Provides for payment of retroactive home owner grants under the provisions of the *Home Owner Grant Act*
		Assessment Services - $0.001 million (net of recoveries) • Costs associated with the Property Assessment Review Panels and the Property Assessment Appeal Board are recovered through the assessment levy.
Safety		
19.763 (44%)	238	• Safety Engineering Services delivers inspection services (for gas installations, ski lifts, boilers/pressure vessels, railways, electrical systems, refrigeration systems, etc) throughout the province (92 per cent cost recovery) • Office of the Fire Commissioner conducts fire safety inspections and fire investigations, and provides support/guidance to volunteer fire departments. • Labour intensive with 74 per cent of the budget allocated to salaries and benefits.
Corporate		
6.235 (14%)	67	• Includes minister and deputy minister offices • Funding for central support services • Fixed costs (such as telecommunications, postal services, building occupancy and amortization) represent approximately 40 per cent of the budget.
Total Operational Budget for 2001/02		
45.206 (100%)	425	(Voted and Special Account)

4.1.2 2001/02 *Estimates* - Ministry Expenditure by Type (Net of Recoveries)



4.2 Ministry Human Resource Strategy

During the past year, the ministry has taken steps to implement a human resource strategy that will ensure the ministry has the right people with the right skills, in the right place, at the right time.

The ministry's culture encourages staff to participate in temporary assignments, job exchanges, mentoring, special projects, as well as attend job-related conferences, seminars and workshops.

A major initiative has been to develop a training and development plan for ministry staff. A set of ministry specific competencies (knowledge, skills and behaviours) have been identified to complement core competencies (such as effective communications) and job specific competencies. The ministry has also developed a Personal Learning Portfolio. This portfolio has three components: a self assessment tool, a personal learning plan and a resource guide. All staff will be encouraged to use this approach to determine their training and development needs for the coming year. Orientation sessions to introduce staff to the process will be offered beginning in April 2001.

The major challenge facing the ministry is the imminent loss of many of the most experienced staff (43 per cent of staff are over the age of 50). The ministry is facing record high attrition rates estimated at 10 per cent annually over the next few years.

TABLE 6 - Age Demographics in the Ministry (based on full and part-time staff)

AGE GROUP	20 - 29	30 - 39	40 - 49	50 - 54	55 - 59	60 - 64
Total by group	19	84	178	97	71	44
Per cent of total staff complement	4	17	36	20	14	9

While this represents a significant challenge, it also provides an opportunity to recruit the best possible replacements from both internal candidates and new hires. The ministry-specific competencies will be important to the selection of candidates.

The ministry is also planning to modify the traditional screening and interviewing processes. Standardized information packages are being developed to guide managers in screening candidates and preparing interview questions.

The ministry continues to demonstrate its support of, and commitment to, employment equity and multiculturalism. Employment equity awareness training for all staff continues to be a priority. The ministry also has representatives on several regional outreach committees. All auxiliary (temporary) hiring is done through a preferencing system, which has resulted in increasing the overall representation of under-represented groups in the ministry.

4.3 Revenue Plan

The ministry receives revenues to offset the costs of certain programs. These programs include:

- Assessment Services - the cost of the property assessment appeal process is fully recovered from the assessment levy on taxable property. In 2001/02, $2.26 million will be recovered to the voted appropriation.
- University Endowment Lands - the cost of providing services (including public works, water and fire protection) to residents in the UEL is fully recovered from ratepayer contributions including fees, licenses and property taxes. In 2001/02, $4.142 million will be collected from ratepayers for these services.
- Safety Engineering Services - SES collects revenue for inspection, auditing, examinations, licenses, certification and contracted services. Just under 90 per cent of the revenues generated annually relates to issuing permits and safety-related inspections. SES revenues are credited to the General Fund.

REVENUE SOURCE	1999/00 ACTUAL	2000/01 UNAUDITED	2001/02 *ESTIMATES*	2002/03 FORECAST	2003/04 FORECAST
	$ Millions				
Boiler	3.16	3.20	3.20	3.20	3.20
Electrical	6.60	6.00	6.00	6.00	6.00
Gas	3.38	3.50	3.50	3.50	3.50
Elevator	2.83	2.80	2.80	2.80	2.80
Railway	0.20	0.42	0.54	0.54	0.54
Aerial Tramways	0.05	0.05	0.05	0.05	0.05
Sub-Total	16.22	15.97	16.09	16.09	16.09
Adjustments		(0.04)	(0.11)	(0.11)	(0.11)
TOTAL	16.22	15.93	15.98	15.98	15.98

In addition, the ministry's audit of the Home Owner Grant program is expected to recover $0.75 million in 2001/02. This relates to grants that had been claimed by ineligible homeowners.

Appendix I

Annual Operational Plans: Activities

The Operational Plans are completed by each program unit in the ministry. These plans link resource allocation to ministry objectives, and identify performance indicators which are used for measuring a program's success in achieving its goals.

The following is the range of the ministry's operational activities, organized by business area:

LOCAL GOVERNMENT

Legislative program management
Policy development
Regional growth planning
Bylaw review and approval
Manage local government restructure program
Community planning - provision of advice and grants
Intergovernmental relations between local, First Nation, provincial and federal governments
Dispute resolution
Advice on local finance issues
Review and approve local long-term borrowing
Community revitalization
Publish local government statistics
Advice on local government administrative practices
Monitoring of improvement districts
Infrastructure planning grants
Assessment and approval of sewer and water infrastructure development grant applications
Unconditional grants
Library operating grants
Summer reading program for children
Publish audio books and distribute to public libraries
Writers in libraries program
Publish public library statistics
Inter-library loans
Accessibility in the built environment
Home owner grant audit
Property assessment review and appeal process
Administration of the University Endowment Lands
Stakeholder consultation and meetings

SAFETY

Inspection programs - compliance and enforcement of:
- Electrical installations
- Elevating devices
- Aerial tramways
- Gas appliances and systems
- Boiler and pressure vessels
- Refrigeration equipment
- Railways

Development of codes and standards
Development of regulatory framework
Permits and licensing
Qualifications and training standards for regulated workers
Mandatory certification and licensing examinations
Fire investigations
Enforcement of B.C. Fire Code regulations and standards
Analysis of provincial fire loss statistics
Fire service certification
Public fire safety education

CORPORATE

Organizational leadership
Financial management and reporting
Payroll services
Accounting services
Leave management
Budget planning and control
Strategic and operational planning
Information technology management
Systems help desk
Facilities management
Telecommunications services
Human resources management
Employment equity
Employee awards and recognition
Staff training and development
Paper and electronic records management
Freedom of information
Forms management
Communications planning and services

Appendix 2

Consistency with Government's Strategic Plan

Ministry activities have both direct and indirect linkages to the Government Strategic Plan.

GOVERNMENT GOALS	MINISTRY STRATEGIES/ACTIVITIES	
	Direct Linkage	**Indirect Linkage**
British Columbians will be healthy	Infrastructure grants to ensure safe drinking water (Canada-B.C. Infrastructure Program).	
The quality of our health care will continue to improve		
B.C. will keep its financial house in order	Ministry takes proactive role in corporate "best practices" initiative.	Ministry has advisory role in ensuring stable local finances.
All British Columbians will have greater opportunities to get the education and training they need	Operating grants to public libraries support continued learning and provide opportunities for access to the Internet.	
Learning environments and results in B.C.'s public schools will continue to improve		

Appendix 2

GOVERNMENT GOALS	MINISTRY STRATEGIES/ACTIVITIES	
	Direct Linkage	**Indirect Linkage**
B.C.'s modern economy will work for everyone	Growth strategies encourages communities to plan for urban development and address issues that affect the quality of life including traffic congestion, air quality, housing affordability and availability of services. Planning grants encourage local communities to identify alternative economic development opportunities and to develop a strategy for encouraging new development.	Through the new *Local Government Act*, ensure that local governments have flexible and appropriate tools for managing both expenditures and revenues. Develop communities in which people want to live and work. A modern regulatory environment for safety will identify roles and responsibilities for all participants in the system (new Safety Standards Regulation Act and regulations will be proposed).
Families will be better able to balance their work and home lives and make ends meet		
All citizens will be able to lead lives of dignity and security		Advance employment equity by utilizing preference auxiliary and co-op hiring and outreach recruitment on all regular positions. Community infrastructure grants focus on making buildings and street scapes accessible to seniors and persons with physical impairments.

GOVERNMENT GOALS	MINISTRY STRATEGIES/ACTIVITIES	
	Direct Linkage	**Indirect Linkage**
Women will achieve greater economic and social equality		
Our communities will be safer	Regulation of the safety system designed to promote the safe manufacture, construction, installation, operation, and maintenance of aerial tramways, amusement rides, elevating devices, boiler and pressure vessels, electrical and gas equipment and systems, intra-provincial railways and refrigeration systems. Public fire safety education (Learn Not to Burn). Training of local fire code enforcement officials.	
B.C.'s natural heritage will be safeguarded, and our quality of life will improve	Sewer infrastructure development prevents surface and ground water pollution (Canada-B.C. Infrastructure Program).	

For more information:

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